

APPENDIX J

SAMPLE TARGETING TEAM SOP

This appendix provides guidelines for developing an SOP for targeting teams. Each unit must develop an SOP that is based on the unique mission, organization, equipment, personnel, and philosophy of the commander.

TARGETING TEAM SOP

The following example of a targeting team SOP covers most of the fictional areas needing standardization in

corps and division targeting teams. It may be adjusted to serve as a model for brigade and lower organizations.

1. **Purpose.** To provide guidelines for routine functions and to delineate responsibilities for day-to-day operations in the targeting team.

2. **Organization.** The chairman of the targeting team is the chief of staff. In his absence, the G3 will be the acting chairman. Membership of the targeting team routinely consists of representatives from the following staff sections and major subordinate commands:

G2	G3	FSCoord	G5
G2 Plans/Ops	G3 Plans/Ops	A/DFSCoord*	ADA
G2 Targeting	Deception Off	ALO	Engineer
Collection Manager	EWO	Avn LO	SJA
SWO	A ² C ²	FAIO	Div/Bde LOs
LRSU Commander	SOCoord	ChemO**	PSYOP Officer

G6

*A/DFSCoord = assistant division fire support coordinator

**ChemO = chemical officer

3. **Conduct.** The targeting team agenda is divided and briefed in two time periods—current and future operations. (An example is on page J-2.) The chief of staff directs the board process and keeps the members focused on the unit mission, commander's intent, targeting guidance, and targeting priorities. The targeting agenda is included in routine staff meetings or drills. Meeting times should be established to allow timely coordination of the parallel targeting efforts of senior and subordinate headquarters. An example of how scheduled meeting times interface between corps and division and with the ATO cycle is shown in the figure on page J-3.

a. The SWO begins the session by providing current and predicted weather and its effects on combat operations for the next 72 to 96 hours. Next, the team examines the current situation (present to 24 hours). The G2 and G3 brief the enemy and friendly situation with emphasis on current attacks being conducted. The G2 collection manager briefs battle damage collection currently in effect and possible HPT nominations for immediate reattack.

b. The current operations agenda involves enemy and friendly situation updates from the G2 and G3 that impact on the HPTL and AGM. They confirm on the ATO for the following day nominated targets or changes to targets. A significant change in the situation would warrant changing the ATO. If there are no significant changes, planning continues for the use of aircraft to support ground operations. The G3 plans officer briefs a review of deep operations planned for the next day. G3 operations briefs the concept of their operations against the targets assigned. The G2 collection manager briefs the collection plan to validate targets and pursue BDA on the basis of the target guidance and target priorities. The executors of planned deep operations brief their respective execution matrixes and conduct any remaining staff coordination needed. The mission of the DOCC is to coordinate all deep fire missions and to monitor the friendly tactical situation. This includes the following:

- Coordinating all SEAD missions.
- Developing FSCMs to support deep operations.
- Monitoring the position and combat power of friendly artillery units, particularly ATACMS units.
- Clearing all ATACMS fire missions.
- Posting the status of friendly maneuver brigades.

c. The future operations agenda involves the G2 and G3 briefing the anticipated enemy and friendly situations. A review of the war-gaming session for this time period is discussed with the chief of staff. Recommended target guidance, target priorities, and objectives are provided to the commander for approval. Targets that are to be corps or division nominated targets for the next ATO are approved and forwarded through channels to the BCE. G3 plans briefs deep operations and attacks planned for corps or division assets.

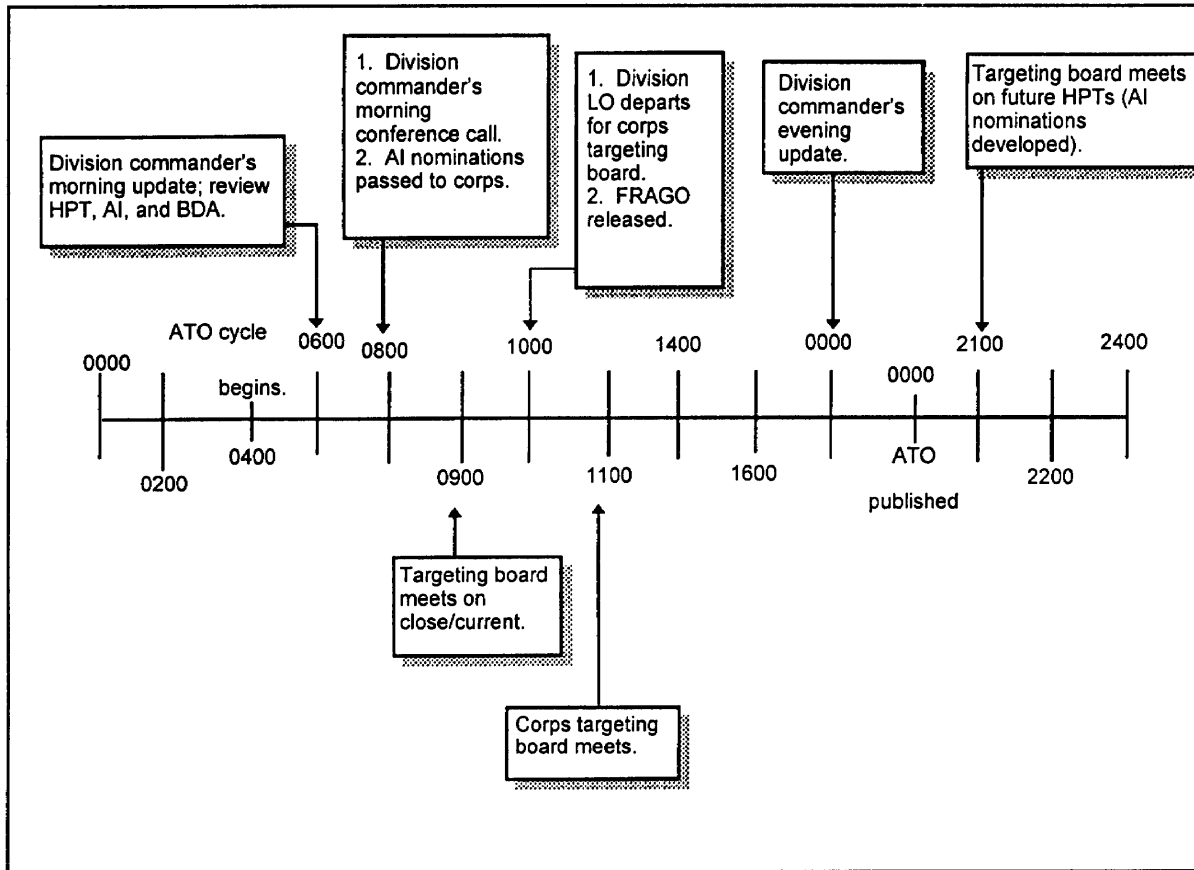
4. Responsibilities: Current Operations Agenda. The following paragraphs discuss the responsibilities of individual staff officers and sections for the current operations agenda.

a. Staff Weather Officer. The SWO briefs the weather forecast and light data that will impact on fixed- and rotary-winged aircraft and planned friendly activities in the next 96 hours.

b. G3 Operations. Briefs recently completed or ongoing attacks and their effects on the current battle. Current operations briefs the following:

- Changes to corps and corps artillery task organization.
- Current FSCMs.
- Relative combat power of all friendly maneuver brigade size units.
- Friendly maneuver unit locations.
- Friendly operations (past 12 hours).
- Friendly scheme of maneuver (next 24 hours).

c. G2 Targeting Officer. The G2 targeting officer presents BDA obtained from division, corps, and EAC intelligence-gathering assets on critical HPTs attacked by division, corps, supporting, and subordinate units. Specificity and timeliness are key. The targeting officer must be proactive in receiving BDA because the degradation of specified targets may be a trigger mechanism for future operations. The Corps G2 and Corps ACE help the targeting officer review and formulate BDA. Nominations for immediate reattack of HPTs are made at this time.



d. **G2 Plans.** The G2 plans officer briefs the disposition of important enemy units and associated systems impacting on the unit mission. He also briefs the most likely enemy COA in the next 24 to 48 hours.

e. **G3 Plans.** The G3 plans officer reviews the plans for the next 24 to 48 hours that have been handed off to subordinate units for execution. He briefs the current concept of operations.

f. **FSE.** The A/DFSCoord discusses the approved targeting guidance, HPTL, AGM, and TSS with the team in light of the G2 and G3 situation briefings. The team determines if changes are required.

g. **G2 Collection Management Officer.** The collection management officer (CMO) reviews the intelligence collection plan for all division, corps, and EAC systems that will assist in targeting. The CMO highlights those HPTs which cannot be covered with available assets. He receives guidance from the chief of staff on specific or additional requirements.

h. **Air Liaison Officer.** The ALO discusses target nominations anticipated to be included in the next ATO. The following is presented for each target:

- Description.
- Location.
- Type and amount of aircraft to attack (package).
- Ordnance.
- Time on target.

Any significant changes based on the friendly and/or enemy situation that require alteration of the ATO must be approved by the chief of staff.

i. G5 Civil-Military Operations Officer. The G5 CMO officer briefs the current civilian situation. He covers civilian interference on the battlefield and the CMO mission. He briefs activities being employed by the unit to handle civilian problems.

j. Operators. Representatives of the executing agencies of each deep operation (corps and/or division avn, LRSU, SOF, and others as needed) brief their execution matrix. They may request input or additional guidance from the chief of staff.

5. Responsibilities: Future Operations Agenda. The following paragraphs discuss the responsibilities of individual staff officers and sections for the future operations agenda. There are three primary briefers for the future operations agenda. They are the G2 and G3 plans officers and the FSE representative (usually the A/DFSCORD). Others who might brief during the future operations agenda (depending on the effect targeting has on their mission areas) include the following:

- Aviation LO.
- FSE targeting officer.
- Engineer officer.
- Deception officer.
- Electronic warfare officer.
- Special operations coordination element representative.
- Staff judge advocate representative.
- LRSU commander.
- Air defense officer.
- Liaison officers.
- Civil affairs representative.
- Chemical officer.
- PSYOP officer.
- Signal support officer.

a. G2 Plans Officer. The G2 plans officer briefs the disposition of important enemy units and associated systems impacting on the unit mission. He also briefs the most likely enemy COAs. This briefing includes enemy follow-on forces anticipated to be committed in the unit sector and other forces that will affect future operations. The briefing includes potential HPTs which, if nominated for attack, meet the commander's intent and if not attacked will significantly impact on future operations.

b. G3 Plans Officer. The G3 plans officer will brief any divisional or corps/division operations planned during this time period. He also briefs any branches or sequels to the current OPLAN.

c. ESE. The D/AFSCoord discusses deep attack options and presents a decision briefing on proposed targeting guidance and priorities. This includes:

- Recommended targeting guidance, objectives, and priorities.
- Recommended HPTL, AGM, and TSS.
- Proposed prioritized target list to be forwarded to higher headquarters for execution and targeting taskings for subordinate units.

d. Aviation LO. The Aviation LO is present to answer any questions that the team may have on the capabilities of Army aviation assets. He takes the lead in planning attacks on all viable targets with aviation assets.

e. FSE Targeting Officer. The FSE targeting officer prepares information briefed by the D/AFSCoord to include the following:

- Targeting guidance and priorities.
- The targeting team meeting agenda.
- HPTL, AGM, and TSS.

The HPTL includes HPT nominations submitted by the corps ACE and subordinate units to the unit FSE. The targets are prioritized on the basis of approved targeting guidance and priorities. The targeting officer also updates the situation map and provides the team with all current and proposed FSCMs. He is also responsible for consolidating, coordinating, providing to the team for approval, and disseminating the restricted and protected target list. The list includes historical, religious, educational, civic, and humanitarian sites within the unit boundaries.

f. Engineer Officer. The unit engineer provides expertise on enemy capabilities for bridging, breaching, and infrastructure construction. He helps the targeting team determine target feasibility of enemy engineer equipment. Specifically, the engineer representative must be prepared to discuss such things as the following:

- The width of gap the enemy can bridge.
- The depth of FASCAM minefield the enemy can breach and location of breaching assets.
- The ability of the enemy to repair bridges, roads, airfields, and ports.

He also provides information on planned obstacles that need to be included in target planning.

g. Deception Officer. The deception officer advises the team on conflicts between targeting and deception plans.

h. Electronic Warfare Officer. The EWO advises the board members on the capabilities and availability of all EW assets.

i. Special Operations Coordination Element Representative. The special operations coordination element (SOCOORD) advises the board on SOF missions in the area of operations and their capabilities as they relate to targeting. He also helps formulate FSCMs established to protect SOF forces.

j. Staff Judge Advocate Representative. The staff judge advocate representative will ensure that the targeting team does not violate the ROE or the law of land warfare.

k. LRSU Commander. The LRSU commander is normally collocated with the ACE. He advises the team on LRSU missions in the area of operations and their capabilities as they relate to targeting. He also pays special attention to the FSCMs established to protect his teams. He is prepared to brief during all phases on the LRSU execution matrix.

l. Air Defense Officer. The ADO is present to help deconflict airspace and airspace management and coordination.

m. Liaison Officers. The division and/or brigade LOs address the concerns of their commanders pertaining to targeting and future operations. They are prepared to discuss their commander's targeting priorities, future plans, and AI target nominations. The discussion prepares the unit staff to support and anticipate the targeting needs of subordinate units. The LOs are also prepared to discuss updates to FSCMs.

n. Civil Affairs Representative. The G5 verifies the protected and restricted target list and helps the board answer questions on collateral damage issues. Civil affairs conducts detailed assessments of the local population and the area of operations. The assessments are used to provide information on which targets might have positive or negative effects on the morale or infrastructure and logistics system of the enemy. He also advises on the expected number and direction of flow of dislocated civilians and how they will interfere with military operations.

o. Chemical Officer. The unit chemical officer provides expertise on the weapons of mass destruction capability of the enemy. He helps the targeting team determine target feasibility of the weapons. He will also advise on the impact that the facilities (employment, storage, and production) would have on the battlefield and friendly operations, if attacked. He also provides guidance on the employment of smoke and obscurant and their impact on weapon systems and sensors.

p. PSYOP Officer. The PSYOP officer analyzes potential target audiences on the basis of their significance in accomplishing a specific mission. Participating in the target nomination process, he selects targets that are susceptible to PSYOP and whose behavior, when properly channeled, will support accomplishing the mission. He coordinates available PSYOP assets to engage the targets. He also helps coordinate delivery systems to place PSYOP products, such as leaflets, in the target area.

q. Signal Support Officer. The G6 provides expertise on the employment of friendly information systems. He advises on integration of the five signal support functions. The functions are as follows:

- Communications.
- Automation.
- Visual information.
- Printing and publications.
- Records management.

The five functions provide a fully functioning, synchronized information system. He coordinates with the chief of staff, the G3, and other targeting team members as required.

SAMPLE TARGETING MEETING AGENDA

WHAT	WHO	WHY
CURRENT SITREP/CCIR	G3 OPERATIONS	SITUATION UPDATE
CURRENT ENEMY SITUATION	ASPS	PROVIDE PLANNING BASELINE
SPECIAL STAFF CONSIDERATIONS	SPECIAL SITUATION	AS REQUIRED
AIR STATUS	ALO	UPDATE ALLOCATIONS
ARMY AVIATION STATUS	AVN LO	REVIEW STATUS and MISSION
COLLECTION PLAN	CM&D	PROJECTED 72-HOUR FOCUS
IEW STATUS	IEWO	REVIEW BASELINE PRIORITIES
24, 48, 72, AND 96 HOUR FORECAST	G3 PLANS ASPS TARGETING OFFICER	PROJECTED DIVISION OPERATIONS PROJECTED ENEMY SETS TARGET NOMINATIONS
APPROVE NOMINATIONS; DEEP TARGET FOCUS	CHIEF OF STAFF	DECISION
REVIEW ATTACK GUIDANCE/HPTs	DFSCoord	VALIDATE; RECOMMEND CHANGES
FINAL GUIDANCE	CHIEF OF STAFF	
NOTE: 24, 48, 72, and 96 hours correspond to ATO cycles. The 24-hour forecast is the current ATO.		

TARGET NOMINATION PROCESS

The joint targeting and target nomination process that is used by XVIII Airborne Corps when operating as a JTF headquarters is outlined in the figure on page J-9. The 12 numbers depicted in the figure indicate where important fictions and/or actions occur or where targeting products are issued. The numbered paragraphs below explain the major events and correspond to the numbers in the figure. This diagram and the explanation is included as a TTP that has proved successful. XVIII Airborne Corps and their subordinate command the 10th Mountain Division (Light) have used it during various contingency missions. It is included as an example of one way to participate in the target nomination process.

Event 1. Components submit prioritized target nominations to the JFACC through their representatives in the JAOC. Target nominations will include as a minimum the information required by SOP.

Event 2. ARFOR target nominations are submitted to the BCE collocated with the JAOC.

Event 3. Copies of component target nominations are submitted to the JFFC for review at the same time they are sent to the JFACC. Component representatives at the JTCB will also receive copies of target nominations for their unit. The component representatives at the JTCB must be fully attuned to the priorities, objectives, and supporting rationale behind their commander's targeting effort. Failure to receive timely targeting information will result in an inability of component representatives to properly represent their commander's interest in the JTCB.

Event 4. Targets will often be developed by higher headquarters (NCA or CINC) and forwarded to the JTF via the JTSg. These will most often be critical HVTs of strategic military or political importance. The targets will normally be forwarded from the JTSg to the JTF JTCB through the JIC or by direct tasking order to the JTF.

Event 5. The JIC will produce potential targets on the basis of the JTF commander's targeting guidance and priorities. The JIC will consolidate targets received from higher headquarter with those targets produced in the JIC and forward them to the JFFC for review.

Event 6. The JFFC will function as the clearing house for all JTF staff and higher headquarters target nominations. The JFFC will resolve duplications, make recommendations for attack for review by the J3, and produce a prioritized list of targets.

Event 7. The JFFC will forward the approved list of JTF-level target nominations to the JFACC for compilation with component target nomination into the recommended JIPL.

Event 8. When all component and JTF staff target nominations are received by the JFACC, several key targeting functions take place. The JFACC will develop his own list of targets on the basis of his mission as well as the JTF commander's targeting guidance and priorities. The JFACC compiles a list of targets consisting of his targets as well as component and JTF-level target nominations. All potential targets are processed through the JFACC's GAT board. The board

is the first step in the process of balancing component priorities with the overall objectives of the commander, JTF. The competing concerns are prioritized against available assets in order to produce the following products:

- **Proposed JIPTL.** The JFACC will produce a proposed JIPTL on the basis of available assets and the ability to service targets. The JFACC may also recommend the use of assets other than air assets to attack targets. The recommendations must be approved by the JTCB. The JIPTL is a prioritized list of targets which clearly delineates targets that will be attacked from those that will not be attacked due to competing concerns and asset limitations. The prioritized list of targets and the projected “cut line” showing which targets will not be struck is essential. It gives feedback to the components and the JTF staff on how their specific target nominations do or do not fit into the execution of fires.
- **Apportionment Recommendation.** On the basis of the proposed JIPTL, the JTF commander targeting guidance, targeting priorities, and mission objectives, the JFACC will recommend an air apportionment decision for approval by the commander, JTF. The recommendation defines the level of air effort by percentage of available sorties to be applied to CA, CAS, and AI. This is the JFACC’s recommendation for the employment of air forces to meet the JTF commander’s targeting and fires requirements for the ATO/ITO cycle being planned.
- **CAS Allocation.** The JFACC may also make recommendations for the allocation of CAS sorties to surface components. The recommendation would normally address the degree of centralized control for CAS. He will give the appropriate consideration to those components which do not have any organic CAS assets and the main effort as designated by the JTF commander. The recommendation might include the following:

— How many sorties will be allocated to the components for planning versus how many

sorties will be held by the JFACC to be pushed out as the situation demands.

- The specific number of allocated sorties for each surface component.

All of the products produced by the JFACC during this initial phase of the targeting process will be forwarded to the JTCB for approval.

Event 9. The products produced by the JFACC are briefed before the JTCB. The focus and objectives of the JTCB are discussed in Chapter 3. This process ensures the proper prioritization and synchronization of the JTF targeting and fires effort. The JTCB provides the forum for component representatives to voice concerns with regard to the JIPTL, apportionment recommendation, and CAS allocation. The JTCB will modify or validate the JFACC’s recommendation and prepare them for final approval by the commander, JTF.

Event 10. The JTCB will also be the forum for finalizing recommended component taskings to support the deep operations and interdiction efforts. As stated in event 8, the JFACC may recommend the tasking of other assets or components to strike targets on the proposed JIPTL. The chairman of the JTCB will direct the preparation of the final recommended--

- **JIPTL.**
- **Air apportionment decision.**
- **CAS allocation.**
- **Component target strike taskings.**

The recommendations are forwarded to commander, JTF for final decision.

Event 11. The commander, JTF will make the final decisions on all recommendations coming from the JTCB. The JFACC through the J3 will promulgate the commander, JTF decisions to all components. The J3 will publish a separate tasking for components to support execution of the JIPTL. In some cases, if it is appropriate, the J3 will allow the JFACC to task the components directly through publication of the ATO/ITO.

Event 12. The final step of the targeting process will be the publishing of the final ATO/ITO by the JFACC.

JOINT TARGETING COORDINATION BOARD AND JTF TARGETING PROCESS

